

EXIT CONFERENCE  
GAO REVIEW OF DOD'S CIM INITIATIVE  
April 1, 1991

Background

- DOD's past approach to information resource management has led to a proliferation of systems.
- Changing this approach will not be easy. May take years.
- DOD has initiated CIM to make better use of technology; (to improve business practices, standardize data and reduce redundant systems).

Actions to Implement

- Formed group of industry experts and senior DOD executives to set the direction of CIM.
- Set up eight functional study groups to propose more effective business practices and information requirements for standardized information systems.
- OSD reduced services technology budgets to encourage them to curtail development of duplicate systems. Promised \$2.2 billion in savings in FY 91-95.

Implementation Problems

- Services concerned that while budgets were cut, the CIM approach will not produce standard systems for 8-10 years.
- Little progress in eliminating redundant systems because (1) no early strategy for addressing services' short term processing needs, and (2) resistance by services to prioritize systems for curtailment. As a result, early savings may not accrue.
- Functional groups began work before ELG provided overall guidance.
- Functional groups need additional expertise; process for developing standard systems needs to be streamlined and improved.

*GAO investigation:*

- 1) look for tracing of DOD R Savings - report already written.
- 2) what is CIM doing to implement CIM.

### DOD Actions to Address Problems and Improve CIM

- Reorganizing to implement CIM.
- Examining ways to streamline and speed up functional group process.
- Considering selecting the best of existing service systems to use as interim systems until standard systems can be developed.

### Issues that Need to be Addressed

- DOD still faces significant challenges. OSD must:
  - provide strong leadership and find ways to obtain mutual support and commitment from services,
  - settle on a process to define how it will do business in the future and how it will overcome the problems of diverse data standards and system architectures and interfaces, and
  - ensure that responsibilities for CIM implementation are clearly defined.
- As DOD pursues its long-term goals it must not lose sight of its substantial investment in existing information technology and valid near-term requirements.
- DOD will need to develop specific criteria for curtailing systems and selecting others to continue.
- DOD will need to determine how and when it will address other functional areas for standardization.
- DOD will need to determine if centralized funding control is needed to ensure that CIM is effectively implemented.